DOCUMENT RESUME

ED 115 133 HE 006 688

AUTHOR	Zucker, Jacob D., Ed.
TITLE	Annotated Bibliography on Topics of Concern to Higher Education 1974.
INSTITUTION	Florida Univ., Gainesville. Inst. of Higher Education.
PUB DATE	74
NOTE	60p.
EDRS PRICE	MF-$0.76 HC-$3.32 Plus Postage
DESCRIPTORS	Administrative Organization; Administrative Personnel; *Annotated Bibliographies; *Colleges; *Community Colleges; Cooperative Education; Educational Finance; *Higher Education; Internship Programs; Leadership; Negro Colleges; Statewide Planning; Student Characteristics; Student Personnel Services; *Universities

ABSTRACT

This annotated bibliography covers: (1) black colleges in America, (2) characteristics of the new community college student, (3) college cooperative education, (4) college teaching internship, (5) the department chairman, (6) financing higher education, (7) leadership, (8) organizational theories for higher education administration, (9) statewide planning and cooperation of higher education, and (10) student personnel services. (Author)

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ANNOTATED BIBLIOGRAPHY ON TOPICS OF CONCERN TO HIGHER EDUCATION 1974

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A Topical Paper

Institute of Higher Education
University of Florida
Gainesville, Florida

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INTRODUCTION

This annotated bibliography on Topics of Concern to Higher Education 1974 is one of a series of publications provided for your use by the Institute of Higher Education. The materials were abstracted by a graduate level class under the direction of Dr. James L. Wattenbarger. Dr. Jacob D. Zucker, a former student in that class, served as editor of the publication.

BLACK COLLEGES IN AMERICA

Carnegie Commission on Higher Education. From Isolation to Mainstream. New York: McGraw-Hill Book Company, 1971.

The book analyzes the main problems of Black American Colleges. Because these institutions were founded to provide higher education for Blacks during a period of extreme segregation, they are today in a position which reflects the handicaps of poverty and extreme degradation which gave rise to their origins. The report proposes educational programs and increases in state and federal financial assistance to help solve these problems.

The Carnegie Commission on Higher Education. New Students and New Places. New York: McGraw-Hill Book Company, 1971.

This book discusses historical growth of American higher education as well as its future growth. It sees a cessation in the rate of growth of enrollments in higher education in the future. In making its enrollment projections to the year 2000, the Commission proposes the number and kinds of new colleges that will be required to accommodate them.

Davis, Junius A. and George Temp. "Is the SAT Biased Against Black Students?" College Board Review, LXXXI (Fall, 1971), pp. 4-9.

In this article, the authors discuss a survey that they conducted to determine whether the College Board's Scholastic Aptitude Test (SAT) is biased against Black students. Their study was based on a three-college survey by T. Anne Cleary.

Egerton, John. "Case Study: Florida A and M University." The Black Public Colleges. Nashville: Race Relations Information Center, 1971, pp. 15-29.

In this case study Egerton gives the status of Florida A and M University as a predominantly Black institution in the state of Florida, and uses it as an analogy to other Black Colleges. His conclusion is that although the Black community wants to see FAMU as a separate, autonomous university in the system, retaining its name, history, and Blackness, time is in favor of the white majority who see no need for FAMU or for other predominantly Black Colleges.

Grantham, Dewey W., Jr. "The New Southern History." SREB: The Second 20 Years. Atlanta: Southern Regional Education Board, 1968.

The theme of this article is change in the South in recent years and the effect this change has had on the course of Southern history. The author concludes that a new South is emerging, one which is better integrated into the pattern of national life.

Harding, Vincent. "The Future of Black Studies." The Troubled Campus: Current Issues in Higher Education. ed. G. Kerry Smith. Washington, D.C.: American Association for Higher Education, 1970, pp. 212-219.

The author discusses the present status of Black Studies Programs in both predominantly white institutions and in predominantly Black institutions. He sees the programs as an outgrowth of political situation.

Gere, Martin O. "Whither Economics in a Black Studies Program?" Journal of Black Studies. III, No. 2 (December, 1972), pp. 149-164.

The author looks at the economic studies aspect of Black Studies programs. He feels that the Black worker is under colonial rule in the American labor market, and is a puppet of big business and financial institutions with relation to the minority market.

Jaffe, A. J.; Adams, Walter and Meyers, Sondra. Negro Higher Education in the 1960's. New York: Frederick A. Praeger, Publishers, 1968.

The book is a study of Southern predominantly Black colleges and the students who attend them. It is a study which attempts to evaluate the activities of these schools in relation to the more general problems of higher education for disadvantaged minorities, and to determine the degree of their success or failure. The theme of the book is that although the Black college seems, by virtue of the Supreme Court decisions and the change which seemed imminent, anachronous they have maintained an almost uninterrupted historical growth.

Le Melle, Tilden J. and Le Melle, Wilbert J. The Black College: A Strategy for Achieving Relevancy. New York: Frederick A. Praeger, Publishers, 1969.

This book is a study of the historical development of Black colleges and of the relevancy of these institutions to the American culture.

Light, Richard J. and Smith, Paul V. "Statistical Issues in Social Allocation Models of Intelligence: A Review and a Response." Review of Educational Research. XLI. No. 4 (October, 1971), pp. 351-367.

This article is a response to one written by William Shockley. The authors' conclusion is that there is no measuring device capable of determining whether the differences in I.Q. between ethnic groups means are genetic or non-genetic.

Shockley, William. "Models, Mathematics, and the Moral Obligation to Diagnose the Origin of Negro IQ Deficits." Review of Educational Research. XLI (October, 1971), pp. 369-377.

The author attempts to prove that "Nature has color-coded groups of individuals so that statistically reliable predictions of their adaptability to intellectually rewarding and effective lives can easily be made." In short, his thesis is that Blacks are genetically inferior to whites.

Shulman, Carol H. "Recruiting Disadvantaged Students." Compendium Series of Current Research Programs and Proposals. Washington, D.C.: ERIC Clearinghouse on Higher Education, December, 1970.

This pamphlet begins with a review of minority population in predominantly white colleges and universities in the 1960's, including their socioeconomic and educational backgrounds. It discusses admission criteria as they relate to minority student recruitment.

Singletary, Otis A. "Obligations and Services of Higher Education to the Disadvantaged and Underprivileged." Current Issues in Higher Education, 1966, pp. 78-81.

The author, in this chapter on the obligations of higher education, examines the institutions of higher education as instruments of social change. Their obligation, he says, is to educate individuals so that they will be part of the process of social change.

Turner, James. "Black Studies: Challenge to Higher Education." The Troubled Campus: Current Issues in Higher Education, ed. G. Kerry Smith. Washington, D.C.: American Association for Higher Education, 1970, pp. 201-211.

Higher education in America has traditionally been the exclusive domain of white America. Turner suggests a Black Studies Center patterned after the one at Cornell. Such a program, he says, will help to make the white university more relevant to black youths, a and would, therefore, increase enrollment and participation of Blacks in white universities.

CHARACTERISTICS OF THE NEW COMMUNITY COLLEGE STUDENT

Blocker, Clyde E., et al. "Students and the Two Year College." The Two Year College: A Social Synthesis. Englewood Cliffs, N. J.: Prentice-Hall, 1965, pp. 106-133.

This section of the book discusses the characteristics of the two-year college student. Twelve broad areas are discussed with eight tables of statistical data to support the generalizations presented.

Clark, Burton R. "The Open Doors." The Open Door College: A Case Study. New York: McGraw-Hill Book Campany, Inc., 1960, pp. 41-85.

Research data on student ability, socioeconomic background, student traffic, the latent terminal student. Most of the data is limited to research done at San Jose Junior College.

Cohen, Arthur M. "The Students and Staff." Dateline '79: Heretical Concepts for the Community College. Beverly Hills, California: Glencoe, 1969, pp. 43-52.

Brief composite of characteristics of community college students and staff.

Cohen, Arthur M. and Brewer, Florence B. Student Characteristics: Personality and Dropout Propensity. Washington, D.C.: American Association of Junior Colleges, 1970.

Review of selected research on students in higher education (Project TALENT and SCOPE), the concept of heterogeneity/homogeneity as applied to junior colleges along with a discussion of its implications and conclusions.

Cross, K. Patricia. Beyond the Open Door. San Francisco: Jossey-Bass, Inc., Publishers, 1971.

Chapter one, "New Students of the 1970's," explores the age old question of who should go to college. Research data from Project TALENT, EST Growth Study, SCOPE, and CGP are presented, (Characteristics of these four sources are included in an appendix, along with a section on "Key Characteristics of New Students.")

Cross, K. Patricia. The Junior College Student: A Research Description. Princeton, N. J.: Educational Testing Service, 1968.

Most comprehensive and renown study of the description of the characteristics of junior college students. Data on academic characteristics, socioeconomic background, finances, self-concept, interests and personality characteristics, reasons for attending college, choice of vocation, and educational and occupational aspirations.

Cross, K. Patricia. "Higher Education's Newest Student." Junior College Journal, XXXIX (September, 1968), pp.38-42.

A synthesis of research on today's junior college students. Presents statistical data from longitudinal studies by James Trent and Leland Medsker which investigated the characteristics of these students and the report of SCOPE which investigated high school students as they entered adult world of jobs, college, or marriage.

Garbin, A. P. and Vaughn, Derrald, Community - Junior College Students Enrolled in Occupational Programs: Selected Characteristics, Experiences, and Perceptions. Columbus: Ohio State University, 1971.

Results of a national survey concerned with furthering understanding of enrollees in junior college occupational programs. It is the first extensive investigation which controls for the occupational service area of the respondent. Statistical data on demographic characteristics, social psychological factors, educational background factors, factors relating to family and community.

Gell, Robert L. Montgomery Community College Profile of Entering Freshmen, Fall 1971. Rockville, Md.: Office of Institutional Research. (ERIC 066 158)

Data on academic potentials, goals and aspirations, student personnel needs, influences and factors in choosing college, demographic data and findings as they are related to Montgomery Community College.

Medsker, Leland L. "The Junior College Student." The Junior College: Progress and Prospect. New York: McGraw-Hill Book Company, Inc., 1960, pp. 29-50.

Research data on the characteristics of the junior college student provided by studies sponsored by the California Junior College Association and the Educational Testing Service.

Medsker, Leland L. and Tillery, D. "The Junior College Student." Breaking the Access Barrier. New York: McGraw-Hill, 1971, pp.37-52.

Research data on the junior college student is synthesis of research findings from many sources. Most data from SCOPE, American Council on Education, and the American Association of Junior Colleges.

Menefee, Shelden, ed. The Low-Income Student in Community College: Problem and Programs. Washington, D. C.: American Association of Junior Colleges, 1972. (ERIC 062 972)

Discussion of the characteristics, problems of his world, financial needs, recruitment problems, motivation, and the development of effective learning systems for the low-income student of the community college population.

Moore, William, Jr. Against the Odds: The High-Risk Student in the Community College. San Francisco: Jossey-Bass, Inc., Publishers, 1970.

General characteristics of community college students utilizing research data of authors and ten case histories of community college students and the impact of the community college experience on their lives.

Raines, Max R. "Characteristics of Junior College Students." The Two Year College: Student and Student Personnel. Don A. Morgan, ed. (ERIC 062 978)

Identifies the sub-populations in the community college, their socioeconomic status, their performance in high school, and their vocational aspirations.

Roueche, John E. Salvage, Redirection or Custody? Remedial Education in the Community College. Washington, D. C.: ERIC Clearinghouse for Junior College Information, Association of Junior Colleges, 1968.

Monograph on remedial students and what has been done and what needs to be done.

Shea, Thomas, et al. Comparison Between Students from Two- and Four-Year Colleges. Office of Education (DHEW) Washington, D. C., June, 1972. (ERIC 066 160)

Part of this study is devoted to describing the academic, socio-economic, and personal characteristics of these two groups.

Thornton, James W., Jr. "Characteristics of Students." The Community College New York: John Wiley & Sons, Inc., 1966, pp. 145-156.

Report of test batteries used for college entrance, SCAT; sex distribution, age distribution, marital status, outside employment, socioeconomic background, dropout and withdrawal, part-time student data reported.

Willingham, Warren W. The No. 2 Access Problem: Transfer to the Upper Division. Washington, D. C.: ERIC Clearinghouse on Higher Education, American Association for Higher Education, 1972.

Part two of monograph reports research done by Knoell-Medsker, Joint Committee, Willingham-Findekyan Survey of Admission Patterns, and the Kintzer Survey of Articulation. Much data on the characteristics of the community college student is included.

Borman, Alvah K. "Cooperative Education Moves Up to Graduate Study." Journal of College Placement, XXVII. 2 (December, 1967), pp. 97-104.

Describes graduate level cooperative education at Northeastern University initiated in 1956. Emphasis upon benefits to students and employers with numerous quotes from students and individual leaders extolling the program's virtues.

Bostwick, Willard David. "The Cooperative Education Coordinator in American Institutions of Higher Education: A Proposed Guideline for Academic Preparation." University of Kentucky, 1970.

Study of the academic preparation for coordinator of co-op programs in institutions of higher education. The author emphasizes differences of perception between coordinators and academic officers.

Bunch, Richard Addison. "An Evaluation of Selected Internship Programs Sponsored by the National Recreation and Park Association." Indiana University, 1971.

Study evaluated the internship programs sponsored by the National Recreation and Park Association in Philadelphia, Pennsylvania, Oak Park, Illinois, Milwaukee, Wisconsin and Baltimore, Maryland. Results revealed the value of internship to participants but also indicated a lack of communication between the national organization, the interns and the university.

Buttery, William Albert. "A Comparative Study of the Evaluation of Collegiate Cooperative Education, Coordinator Functions." Arizona State University, 1971.

Investigation to determine whether or not collegiate coordinators evaluated their coordinating functions in the same manner as they were evaluated by corporate coordinators with whom they worked.

Creutz, Marion E. "Agency Administration of a Cooperative Education Program for Scientists and Engineers: An Exploration of Problems." Columbia University, 1970.

A problem-centered analysis of a cooperative education program for scientists and engineers administered by Applied Science Laboratory, Brooklyn, New York. The study analyzed all the functions of agency administration, including policy formation, recruiting and selecting of students, and orientation of new students. It emphasizes the need for all concerned to participate in an on-going process of evaluation.

Davis, James R. "Cooperative Education: Prospects and Pitfalls." The Journal of Higher Education, XLII, No. 2 (February, 1971), pp. 139-146.

Article provides a broad overview of the advantages and disadvantages of college level cooperative education. Topics such as faculty commitment, employee benefits and student participation are briefly discussed.

Derrick, T. "The Effects of Industrial Training on Engineering Undergraduates." Educational Research, XII, No. 1 (November, 1969), pp. 67-69.

Study of English engineering students participating in a sandwich program. Examination was made on student characteristics, characteristics of training firm and the students' opinion of his training.

Ferguson, Edward T. "A Selected and Annotated Bibliography Related to Cooperative and Project Methods in Distributive Education." Bibliographical Series No. 5, Michigan State University, East Lansing Department of Secondary Education, April, 1967.

Extensive annotated bibliography from 1896 to 1967 relating to cooperative programs in the secondary schools. Articles would provide background material for those interested in college cooperative education.

Ferris, Bill. "Cooperative Education: Neglected Winner." Journal of Higher Education, XL, No. 6 (June, 1969), pp.480-483.

A short overview of cooperative education in the United States. Emphasizes the stamina of these programs with minimum Federal assistance. Also describes advantages and difficulties of cooperative programs.

Hartley, Harry J. and George E. Holloway. "The Administrative Internship in Education." State University of New York, Buffalo, Department of Educational Administration, November 14, 1968.

Primary aspects of educational administrative internship are described with a description of the historical development of the internship concept in other fields also reviewed.

Huber, Paul Martin. "Critical Requirements for the Coordinator in College Cooperative Education Programs: A Synthesis of the Perceptions of Coordinators in Higher Education and Industry." Wayne State University, 1971.

This study determined certain critical requirements exhibited in successful performance by college coordinators in comparative education as perceived by themselves and their counterpart, the industrial coordinator.

Knapp, Donald. "Career Planning and Placement." Liberal Education, LV, No. 4 (December, 1969), pp. 559-570.

Description of how Macalester College in St. Paul, Minnesota is providing for career planning and placement of its graduates. A liberal arts college which provides, through a private grant, a broad based attack on career planning of which cooperative education is one facet.

Phibbs, Philip M. "Wellesley College: Undergraduate Internships and Political Participation." Educational Record, XLIX, No. 4 (Fall, 1968), pp. 389-395.

Extensive study of Wellesley graduates participating in an internship from 1943 through 1959. Comparisons were made with a randomly select group of graduates and politically active group.

Scott, N. T. "Higher Education for Life." Times Educational Supplement, No. 2615, July 2, 1965, p. 21.

British journalist describing American collegiate cooperative education to English readers. Emphasizes the need for cooperative education in England.

Smithers, Alan. "Students Experience of Thick Sandwich Courses." Educational Research, XIII, No. 3 (June, 1971), pp. 171-178.

Study of British thick sandwich courses which correspond to American cooperative collegiate programs. Study examines students' attitudes and perceptions of the benefit of their thick sandwich experience.

Stark, Menzo H. "An Appraisal of the Work-Study Program at Wilmington College, and the Cooperating Industry." Colorado State College, 1965.

Study appraising the work-study program at Wilmington College from the standpoint of the personal characteristics and abilities of the students who participated in it, and the experiences of the college and cooperating industry.

"Support for Collegiate Cooperative Education Program." School and Society, XCVIII, No. 2328 (November, 1970), p. 399.

Description of H.E.W. Appropriations Act of 1970 which provided $1.54 million for collegiate cooperative education. Mentions legislative emphasis upon minority groups and the cooperative experience.

"Support for Work-Study Projects." School and Society, XCV, No. 2299 (December, 1967), p. 412.

Announcement of a Ford Foundation grant of $956,000 for cooperative education in four year colleges. The largest grant $375,000 went to Northeastern University where the entire student body of 20,000 students are involved in cooperative education.

Travis, Lynn Arden. "An Evaluation of Cooperative Work Positions in a College of Business, the Humanities and Social Sciences." XXVIII, No. 5 (November, 1967), State University of New York at Buffalo, 1967.

Study appraising the quality of cooperate work experience program by focusing on two questions. The first was to determine to what extent do the cooperative positions held by students in a work-study program reach the ideals held by educators in a college of business. Second, are there independent factors which will tend to verify the range of values established?

Tunley, Roul. "Work Study Route to a College Degree." The PTA Magazine, LXIII, No. 3 (November, 1968), pp. 14-16.

Describes positive benefits of college cooperative programs. Emphasis on the financial benefit to students, college and preferences of employers for graduates of cooperative education.

U. S. Department of Health, Education and Welfare, Office of Education. "Cooperative Education Programs." Fiscal Year 1972, pp. 1-10.

Pamphlet published by H.E.W. for instructions and application forms for submitting a cooperative education program for federal funding.

Wilson, James W. and Edward H. Lyons. Work-Study College Programs. New York: Harper Brothers Publishers, 1961.

Extensive appraisal and report of the study of cooperative education at the college level. Some topics covered included student characteristics, educational facilities, financing programs and evaluation of programs. A bibliography is included which emphasizes published data before 1960 and many references go back to the early 1940's.

Yencso, William Robert. "A Comparative Analysis of Engineering Graduates from Cooperative and Regular Programs: Career Status and Attainment of 1962 and 1965 Baccalaureate Graduates." The University of Michigan, 1970.

A comparative analysis of two groups of engineering graduates of the baccalaureate level. One group completed a cooperative program and another group completed a traditional program. An attempt was also undertaken to ascertain the perceptions of college and industrial personnel toward the cooperative plan.

COLLEGE TEACHING INTERNSHIP

Alciatore, Robert T. and Ruth E. Ecker. "A College Teaching Internship Program." Improving College and University Teaching, XX, No. 2 (Spring, 1972), pp. 93-96.

A Ford Foundation sponsored internship program at the University of Minnesota for prospective college teachers is appraised. Many features could be adapted by college and university planners without outside funding.

Annual Report, 1968-69: The Junior College Leadership Program. California University, Berkeley, Division of Higher Education, 1969. ERIC File ED 032 863.

Discussion of cooperative internship program as an innovation in teacher preparation designed by a joint junior college-university team. The interns, although ready to teach all students, will concentrate on the minorities.

"Apprenticeship." Preparation of College Teachers, T. C. Bleger and R. M. Cooper, editors. Washington, D. C.: American Council on Education, 1950, pp. 123-144.

Describes the need for an "internship" in the profession of college teaching and the problems associated with developing both the thought and practice of such a program.

Birtholz, John R. "A Faculty Internship Program for William Rainey Harper College." August, 1969. ERIC Index ED 035 407.

This study investigates the need for junior college teachers and the type of preparation they require. It also covers existing college internship plans and the type of education desired for junior college teachers of business in Illinois.

Cohen, Arthur M. and Florence B. Brower. "Focus on Learning: Preparing Teachers for the Two-Year College." California University, Los Angeles, March, 1968. ERIC Index ED 019 939.

The junior college teacher internship programs at UCLA have been designed to produce learning specialists, and all phases of the program are intended to develop the intern's ability to specify objectives, to select appropriate media, and to gather and evaluate evidence of learning. The monograph includes descriptions of the curriculum course, characteristics of the programs' first 46 interns, selection procedures, evaluations of the interns' progress and the interns' evaluation of the program.

Collins, Charles C. "The Induction of Community College Instructors: An Internship Model." California University, Berkeley, 1971. ERIC Index 056 684.

This internship model suggests the first year teacher spend an intensive month in preservice training under the direction of a Professional Development Officer.

Diekhoff, John S. Tomorrow's Professors: A Report of the College Faculty Internship Program. New York, New York: The Fund for the Advancement of Education, 477 Madison Avenue, 1960.

Report on a Ford Foundation funded program for developing internships for college teaching programs. Includes structure of the program, organization, administration, costs and recommendations.

"Doctoral Programs Designed for College Teachers." Graduate Study for Future College Teachers, Joseph Axelrod, editor. Washington, D. C.: American Council on Education, 1959, pp. 23-43.

Programs are outlined by representatives from four schools (Vanderbilt, Oregon State, University of Michigan, and Tulane) including their internship requirements, followed by a discussion.

Eckelberry, R. H. "A Promising Program." Journal of Higher Education, XXI, No. 5 (May, 1960), p. 285.

Editorial comment on the benefits of the engineering internship program started at the University of Illinois.

Eckert, Ruth E. "College Teachers: Improvement and Preparation." Current Issues in Higher Education. Washington D. C.: Association for Higher Education, 1956, p. 147.

Discussion of needed programs for improvement of college teachers including beneficial experiences received from internships.

Goodman, Oscar B. "College Teaching Internship: Report on a Pilot Project." Fort Schuyler, New York: Maritime College, August, 1965. ERIC Index 022 788.

A report based upon data collected through the administration of the Intern Program at Fort Schuyler. The program provides one year and an optional second year of practical teacher training for graduate students working toward the Ph.D. in a variety of liberal arts fields.

Herge, Henry C. "Preparation for College Teaching." The College Teacher. New York: Center for Applied Research Education, 1965, pp. 66-68.

The internsnip is discussed as a means of putting to practical use the principles learned in the classroom and the benefits derived from a well administered program.

Hill, C. R. and D. J. Tolle. "Making Teacher Education Relevant: Community College Cooperative Instruction Program." Saint Louis Junior College District, Missouri-Southern Illinois University, Carbondale, September, 1971. ERIC Index ED 054 769.

This is a report and evaluation of a Ford Foundation funded five-year project to help prepare more effective teachers for two-year post-high school occupational programs. It was conducted jointly by the Junior College District of St. Louis-St. Louis County and Southern Illinois University from July 1, 1966 to June 30, 197.. The primary goal of the Ford Project Community College Cooperative Internship Program for the preparation of teachers was to help increase the supply of more effective teachers and to help them gain a better understanding of the comprehensive community college.

Middlebrook, Samuel. "The Summer Session College Teaching Internship Program at the City College." American Association of University Professors, XLVII, No. 3 (September, 1961), pp. 222-228.

A discussion of the internship/seminar program developed at CCNY to enhance college teaching ability. Aided by fellowships provided by the Carnegie Corporation the program provided both teaching and learning experiences via internship for the former and seminars with leaders in the field for the latter.

Miller, Wilbur C. "Internships in College Teaching." Current Issues in Higher Education. Washington, D. C.: Association for Higher Education, 1964, p. 146.

Stresses the need for an internship program in preparation of college teachers and the devotion of time and resources to such a program. Several recommendations are included for structuring an internship program.

Morrow, Ralph. "Preparation and Internship of College Teachers." Current Issues in Higher Education. Washington, D.C.: Association for Higher Education, 1964, p. 119.

Relates that there is not enough emphasis placed on teaching by doctorate students. The article emphasizes the need for teachers learning to teach by teaching.

Nelson, Robert J. "Graduate Education in the Humanities." Improving College and University Teaching, XIV, No. 2 (Summer, 1966), pp. 171-174.

A proposed program for teaching Humanities at the graduate level via residencies and internships. The author draws a comparison between his method and that used in medical schools. He also provides an estimate of costs for the program.

Reese, Jack E. "Structuring the Teaching Internship." Junior College Journal, XLII, No. 8 (May, 1972), pp. 27-31.

The author provides 12 suggestions to help universities structure internship programs for potential community college teachers. He covers points such as understanding the mission of the community college, supervision of the interns, requiring a formal report of the internship by the intern, and salary for the intern.

"Teaching and Learning for Educationally Disadvantaged Students in Community Colleges." Chicago City College, Illinois: Kennedy-King College, March, 1972. ERIC Index 061 941.

The text discusses the preparation of community college teachers. Emphasis is placed on the importance of internships and inservice training for improving teaching effectiveness.

Zans, Lawrence F. H. "The Demand for Community College Teachers and EPDA Program under the College of Education." November, 1969, ERIC Index 036 291.

The aim of the program is to develop through intensive study and internship, a pool of instructors in subjects taught in the comprehensive junior college. The program has three phases: (1) academic preparation leading to a master's degree; (2) a core of junior college foundation courses; and (3) an internship program that provides professional experience under the supervision of a cooperating faculty member.

Anderson, Kay J. "The Ambivalent Department." Educational Record, XLIX (Spring, 1968), pp. 206-213.

A thorough presentation and analysis of the university department. The ambivalence of the departmental role within the university and the role conflicts of the department chairman are analyzed.

Benjamin, Harold, editor. Democracy in the Administration of Higher Education. New York: Harper and Brothers, 1950, pp. 41-47.

"The departmental system, by which knowledge is institutionally manufactured in segments, must be radically modified. The departmental chairman, who is conventionally conceived as the third unit in a chain of command linked to a president and dean, must now be placed in a situation analogous to the chairman of a committee of equals who are all devoted to a common end, the advancement of learning in the students and content of their education."

Bergeron, Sister Rita Marie. The Nursing Departmental Chairman in the Liberal Arts College. Washington, D.C.: The Catholic University of America Press, 1963.

A comprehensive picture of the status of departmental chairman in both liberal arts and nursing departments in 10 private liberal arts colleges.

Bowler, Ned W. "Who Should Be in Charge of the Department--Head or Chairman?" Journal of Higher Education, XXXIII (June, 1962), pp. 315-318.

The difference between department head and chairman is discussed. The author asserts that the institution's basic philosophy should determine title used.

Brann, James and Thomas A. Emmet, editors. The Academic Department or Division Chairman: A Complex Role. Detroit: Balamp Publishing, 1972.

A series of 28 essays on all aspects of the department (or division) chairman. Probably the most up-to-date perceptions of the university department chairman available today. Many of the essays are taken from papers prepared for Higher Education Executive Association Seminars (HEEA) and Western Interstate Commission for Higher Education Seminars (WICHE) for department chairmen.

Bullen, Robert Abbott, Jr. "A Study of the Perceptions of Selected Deans, Departmental Chairmen and Faculty on the Role of the Departmental Chairmen at the University of Alabama." University of Alabama, 1969.

The study focused primarily on the following aspects of the department chairman's role: recruitment, evaluation, curriculum and instruction, financial management, departmental self-study, liaison with other departments, and faculty working relationships.

Caplow, Theodore and Reese McGee. The Academic Marketplace. New York: Basic Books, Inc., 1958, pp. 182-208.

The role of the department chairman with regard to faculty recruiting is investigated in depth. A typology of common roles is developed including: "The Robber Baron, the Lord of the Mountain Fief, the Yeoman Farmer and the Gentleman Adventurer."

Carroll, Archie Benjamin, III. "An Investigation of the Phenomenon of Role Conflict as Experienced by University Department Chairmen." Florida State University, 1972.

Role conflict was found to exist among university department chairmen. External sources of the origin of role conflict were the Board of Regents and the entire state system of education.

Corson, John J. Governance of Colleges and Universities. New York: McGraw-Hill Book Company, 1960, pp. 87-92.

The author looks at the role of the department chairman in his relations with other administrators, with departmental associates, with students, and with faculty governing units. He notes that to understand the chairman one must become familiar with the role of the foreman in industry.

Darkenwald, Gordon Gerald, Jr. "The Department Chairman Role in Relation to the Social Organization of Colleges and Universities." Columbia University, 1970.

The study investigated the effects of the social organization of colleges and universities on several important and interrelated aspects of the department chairman's role.

Davidson, Robert Clement. "The Administrative Role of Department Chairmen in Public Four-Year Colleges." Columbia University, 1967.

An attempt to define and describe administrative responsibilities reported by chairmen and to determine whether administrative tasks are increasing in number and importance at ten selected colleges.

Doyle, Edward A. The Status and Functions of the Departmental Chairman. Washington, D.C.: The Catholic University of America Press, 1953.

A study of the role and power of the department chairman at 33 small private colleges. This study remained the major work in the area of department chairmen for over a decade. Doyle viewed the chairman as a staff officer who exercised the executive functions of planning, staffing, directing, and budgeting on a departmental level. The chairman's primary role, however, was viewed as a teacher and counselor of the students in his department.

Dressel, Paul L., Johnson, F. Craig and Philip M. Marcus. "Departmental Operations: The Confidence Game." Educational Record, L (Summer, 1969), pp. 274-278.

Studying over 100 departments at 15 universities, the authors concluded that the influence process was at the heart of what made a good department chairman. Getting and maintaining confidence for his department was the chief goal of every chairman. Unfortunately, the authors note, "The outcomes of the confidence game are not always in the best interests of higher education."

_____. The Confidence Crisis. San Francisco: Jossey-Bass, Inc., 1971.

An examination of "the operation and function of departments in the large university: what role do they play in the achievement of university goals?" Close examination was given to several variables including: mission, influence, communcation, faculty orientation, resource allocation, quality and competition. Other aspects of the subject of departments covered were history, previous research and the institute--an increasingly significant non-departmental administrative unit.

Eliot, Charles W. University Administration. New York: Houghton Mifflin, 1908, pp. 125-130.

A classic statement by the former president of Harvard University on the selection of department chairmen, "a matter of grave consequence." Eliot recommends young assistant professors with four-to-six-year terms of office to the department chairmanship.

Euwema, Ben. "The Organization of the Department." Educational Record, XXXIV (January, 1953), pp. 38-43.

A study of the department and department chairman. Three questions are posed by the author: (1) What are the functions of the department? (2) What is the optimum size of the university department? (3) How can the department administration be best organized?

"Faculty Participation in College and University Government: Statement of Principles." AAUP Bulletin, XLVI (June, 1960), pp. 203-204.

A statement of the AAUP with regard to faculty participation at all university levels, including departmental. "The chairman or head of an academic department should be elected by the members of the department or should be appointed after consultation with, and normally in conformity with the judgment of the members of the department."

Fletcher, David Edward. "Administrative Activities and Organizational Networks Utilized by Collegiate Academic Department Heads in Selected Higher Education Institutions." University of Denver, 1969.

"The administrative functions of department heads include planning, organizing, staffing, communicating, innovating, motivating, representing, budgeting, controlling, student affairs and counseling, public relations and fund raising, and inter-organizational cooperating."

Gross, Neal. "Organizational Lag in American Universities." Harvard Educational Review, XXXIII (Winter, 1963), pp. 58-73.

"Compared with the early colleges, today's universities carry out a greatly increased variety of tasks. The development of organizational structure has not kept pace with these multiplying functions." The author calls the resulting disparity an "organizational lag" and finds it to be the source of tensions and malfunctioning within the university. The problem of "organizational lag" affects the role of the department chairman within the university setting.

Gunter, Craig Glenn. "The Role of Departmental Chairmen in the Governance of State Universities." Washington State University, 1964.

"Department chairmen as spokesmen for their departments have become key academic and administrative officers and are often in a unique mid-governance position in the academic community."

Heiges, Ralph E. "Functioning Department Heads in Colleges of Medium Size." Peabody Journal of Education, XXXIII (November, 1955), pp. 154-159.

The author defines some of the attributes and functions of the department head in small sized colleges (1,000 to 2,000 students).

Haimler, Charles H. "The College Departmental Chairman." Educational Record, XLVIII (Spring, 1967), pp. 158-163.

An overview of the increasingly complex and significant role of the department chairman. The author lists eleven questions that need to be answered by future research.

Hemphill, John K. "Leadership Behavior Associated with the Administrative Reputation of College Departments." Leader Behavior: Its Description and Measurement, ed. by Ralph M. Stogdill and Alvin E. Coons. Columbus, Ohio: Bureau of Business, The Ohio State University, 1957, pp. 74-85.

The author investigates the relationship between the reputation of the department for being well administered and the behavior of the department chairman.

Hill, Winston Wright. "Some Organizational Correlates of Sanctions Perceived by Professors to be Available to Their Department Chairmen: A Study in Power." University of Washington, 1965.

The purposes of this investigation were: (1) "to measure the power imputed to department chairmen by professors in five state-supported schools;" and (2) "to determine whether variations in the power of chairmen were associated with the satisfaction and productivity of faculty members."

Hill, Winston Wright and Wendell L. French. "Perceptions of the Power of Department Chairmen by Professors." Administrative Science Quarterly, XI (March, 1967), pp. 548-574.

An investigation designed to measure the power imputed to department chairmen by professors in five public colleges, and to determine whether variations in such power were associated with variations in the satisfaction and productivity of departmental faculty.

Horn, Francis H. "The Organization of Colleges and Universities." Administrators in Higher Education: Their Functions and Coordination, ed. by Gerald P. Burns. New York: Harper and Row, 1062, pp. 45-78.

An excellent overview of the organization of institutions of higher education, including a glimpse of the department chairman as he relates to the big picture.

Hungate, Thad L. Management in Higher Education. New York: Teachers College, Columbia University, 1964, pp. 280-281.

An instant reivew of the literature on the department chairman with quotes from Corson, McGrath, Millett and Woodburne.

Lane, Frederick Stewart. "A Study in Role Conflict: The Departmental Chairman in Decisions on Academic Tenure." University of Florida, 1966.

The author looks at the administrative process at the University of Florida using as the foci of his study the position of departmental chairman and decisions on academic tenure.

McGrath, Earl J. Memo to a College Faculty Member. New York: Teachers College, Columbia University, 1961.

Attitudes and roles of department heads are investigated (especially as to how they influence departmental decisions on curricular problems).

McKeachie, Wilbert J. "Memo to New Department Chairmen." Educational Record, XLIX (Spring, 1968), pp. 221-227.

A department chairman discusses some of the problem areas of his job including recruiting tactics, faculty participation, course assignments, committee formation and dealing with deans.

McKenna, David L. "Toward a Theory of Interpersonal Relationships in the Administration of Higher Education." Journal of Educational Research, LIV, No. 4 (December, 1960), pp. 133-136.

An attempt to objectively define the difference between chairman-faculty relationships with foster effective communication and those which create tension.

Meredith, Patrick, "The Departmental Reality." Universities Quarterly, XVII (December, 1962), pp.54-59.

Five functions of the university department are identified and examined. The chariman's role is seen as coordinator of these efforts.

Mobley, Tony A. "Selecting the Department Chairman." Educational Record, LII (Fall, 1971), pp. 321-327.

Six different methods of choosing the university department chairman are reviewed. Five principles regarding the selection process are presented.

Mooney, Ross L. "The Problem of Leadership in the University." Harvard Educational Review, XXXIII (Winter, 1963), pp. 42-57.

Seventeen propositions concerning the leadership situation in the modern large university are presented and analyzed.

Murray, Robert K. "On Departmental Development: A Theory." The Journal of General Education, XVI (October, 1964), pp. 227-236.

The author presents a disturbing and provocative theory of the evolution of the department. In five stages, Murray traces the departmental leadership from "a dictatorship of an absolute head" to a "semi-professional bureaucracy." Freedom seems an ideal never to be achieved.

Novick, Jehiel. "The Role of Department Chairmen in University Governance in Large Midwestern Universities as Perceived by Faculty, Chairmen and Administrators." Unpublished doctoral dissertation, Southern Illinois University, 1970.

"Recognizing the advantages of decentralization, most institutions have re-distributed administrative functions to the academic deans and department chairmen." Novick looks at the department chairman's new governance role by getting perceptions of faculty, officers of central administration and the department chairman at four large midwestern universities.

Parker, James Canon. "An Analysis of the Perceived and Expected Roles of the Department Head at the University of Tennessee, Knoxville." University of Tennessee, 1971.

The author investigated role conflict and role consensus among various department chairman reference groups at the University of Tennessee.

Porter, Kirk H. "Department Head or Chairman?" Bulletin of the American Association of University Professors, XLVII (December, 1961), pp. 339-342.

The author presents the difference between these two titles with reference to function, authority and responsibility.

Quick, Wendle Randolph. "The University Departmental Chairman: His Role in Patterns of Faculty Selection, Promotion and Termination." Indiana University, 1966.

An analysis of faculty interaction patterns with the university department chairman.

Ramer, Hal Reed. "Perceptions of University Departments and of the Role of Their Chairmen: A Study of Some Attitudes and Opinions of Selected Professors, Department Chairmen, Deans and Central Administrators of the Ohio State University." Ohio State University, 1963.

The author studies major departmental procedures and got, through interviews, the attitudes of forty-one selected faculty and administrative personnel of Ohio State University regarding their departmental system and the chairman's role therein.

Roethlisberger, F. J. "The Foreman: Master and Victim of Double Talk." Man-In-Organization, ed. by F. J. Roethlisberger. Cambridge: Belknap Press of Harvard University Press, 1968, pp. 35-58.

The department chairman's ambivalent role has been compared to that of the foreman in industry. In this essay the role of the foreman is looked at in great depth. Many parallels can be drawn to the department chairman's role.

Schroeder, Glenn Burnett. "Leadership Behavior of Department Chairmen in Selected State Institutions of Higher Education." University of New Mexico, 1969.

"The deans want chairmen to display more leader behavior but less than the faculty desires, thus placing the chairmen in a conflict position."

Shryock, Richard H. The University of Pennsylvania Faculty. Philadelphia: University of Pennsylvania Press, 1959, pp. 63-90.

The department chairman is dissected as to his relationship with faculty within his department and his representation of the faculty outside the department.

Siever, Richard G., Loomis, Ross J., and Charles O. Neidt. "Role Perceptions of Department Chairmen in Two Land Grant Universities." Journal of Educational Research, LXV (May/June, 1972), pp. 405-410.

Faculty and administrators at two land grant universities ranked a series of questionnaire items describing an effective department chairman.

Stanford, Edward V. "Functional Faculty Units." The Catholic Educational Review, LXI (February, 1963), pp. 78-84.

The author identifies the seven responsibilities of the department. Suggestions are given for the appointment of the department chairman.

Strong, E. W. "Shared Responsibility." Bulletin of the American Association of University Professors, XLIX (June, 1963), pp. 109-113.

The best department chairman, Strong asserts, is the one who blends "the facultative and the administrative."

Taylor, Harold. "The Task of College Administration." Democracy in the Administration of Higher Education, ed. by Harold Benjamin. New York: Harper and Row, Publishers, Inc., 1950, pp. 25-47.

The chairman is viewed as the leader of a "community of equals" and should therefore, the author declares, be responsible for his group as the president is responsible for the whole institutions. Suggestions for modifying the existing departmental system are discussed.

Walker, Donald E. and Darrell C. Holmes. "The University Professor and His Department." The Educational Record, XLI (January, 1960), pp. 34-36.

A valuable article to the department chairman who is trying to determine the values of departmental organization.

Woodburne, Lloyd S. Principles of College and University Administration. Stanford, California: Stanford University Press, 1958, pp. 44-47.

A brief but thorough look at different methods of selecting the department chairman. The author also focuses in on different theories of proper length of service for the department chairman.

FINANCING HIGHER EDUCATION

Anderson, Robert. "Potential Advantages and Disadvantages of Voucher Educational Systems." The College of Education Record, University of Washington, XXXVIII, No. 2 (January, 1972), pp. 54-56.

The author proposes subcontracting with private schools to conduct voucher experiments.

Areens, Judith and Christopher Jencks. "Education Vouchers: A Proposal for Diversity and Choice." Teachers College Record, LXXII, No. 3 (February, 1971), pp. 327-335.

This article summarizes the findings of the USOEO grant to Center of the Study of Public Policy in Cambridge on voucher systems. The plan is geared toward public (primary and secondary) common schools.

Arons, Stephen. "Equity Options and Vouchers." Teachers College Record, LXXII, No. 3 (February, 1971), pp. 337-363.

The author asks new questions about voucher plans in reference to economics, accountability, transportation, and public relations. The article gives some background, definitions and history of the voucher system.

"Boardmen Can't Think of One Good Thing to Say About Voucher Plans." American School Board Journal, CLVIII, No. 4 (October, 1970), pp. 33-37.

A cross section of school boardmen speak against the voucher plans. It will siphon already short funds, dilute opportunities, encourage racism, they claim.

Bowen, Howard R. The Finance of Higher Education. New York: McGraw-Hill, 1968.

The text begins with a history of costs for state and private institutions. The author claims loans are a deterrent to the pursuit of higher education. Thw Bowen Plan proposes grants between minimum needs and ability to pay with loans for extras available.

Cohodes, Aaron, "Inside Out: Voucher Systems Get a Chance to Show How It Would Work." Nation's Schools, LXXXVI, No. 3 (September, 1970), p. 20.

The author discusses Milton Friedman's Vouchers Plan; its good point is that it provides options, and its bad point is that it will increase bureaucracy.

Dentler, Robert A. "Vouchers: A Problem of Scale." Teachers College Record, LXXII, No. 3 (February, 1971), pp. 383-388.

Vouchers may help. They can work in theory as a benefit to quality education. The problem lies in placing and the timing for large urban areas.

Ginzberg, Eli. "The Economics of the Voucher System." Teachers College Record, LXXII, No. 3 (February, 1971), pp. 373-382.

The article is anti-vouchers, and calls it a gimmick. The voucher threatens our present value systems and will work as an anti-integration force. The author tears apart the "Cambridge proposal" and claims it will promote poor private schools.

Glennan, Thomas K. "O.E.O. Experiments in Education." Compact, V, (February, 1971), pp. 3-5.

The O.E.O. operated on a request from Nixon and supported an investigation of the plan. This article discusses the pros and cons of vouchers. It asks good questions of Jencks' plan but proposes no answers.

Hill, Frederick. "Voucher Systems: Bane or Bone?" American School and University, XLII, No. 11 (July, 1970), pp. 16-17.

This article recommends a trial run for eight to ten years of the voucher plans. He refers to some pros and cons discussed in other articles.

Janssen, Peter A. "Education Vouchers." American Education, VI, No. 10 (December, 1970), pp. 9-11.

The author speaks out in favor of the Jencks' voucher plan.

Jencks, Christopher. "Giving Parents Money for Schooling." Compact, No. 5 (February, 1971), pp. 25-29.

The author is in support of vouchers and expounds on some points of major controversy in his report, mainly the E.V.A. and religious school support.

Jennings, Frank. "Editorial." Teachers College Record, LXXII, No. 3, pp. 325-326.

The author discusses the voucher plans of Milton Friedman and John Coons. He discusses history of vouchers referring to: (a) Adam Smith, 1778, (b) G.I. Bill, and (c) the American Dream--Universal Education. The present situation is not satisfactory; therefore, we must at least examine the plan to seek a viable solution.

Kellett Commission. "New Higher Education Finance Proposal in Wisconsin" Compact, V (February, 1971), pp.

This proposal is strongly slanted in favor of private schools. The plan proposes tuition raises across the total higher education system, public and private, of Wisconsin.

Leslie, Larry L. The Rational for Various Plans for Funding American Higher Education. University Park, Pennsylvania: Penn State University, June, 1972.

This is a good discussion of cost benefit theories of education. It promotes no or low tuition and the societal benefits theory.

McCann, Walter and Judith Areens. "Vouchers and the Citizen: Some Legal Questions." Teachers College Record, LXXII, No. 3 (February, 1971), pp. 389-401.

The book discusses three areas: race, religion and quality maintenance in regard to the voucher system proposal.
(a) Race: The quality of control is import and will influcence its success.
(b) Religion: Federal law remains unclear; vouchers will help some private and parochial schools.
(c) Quality: We must rely on the control system. What is quality? Accountability becomes an issue.
To control fly-by-night schools, state regulations must be adequately written and enforced.

Megel, Carl J. and Robert D. Bhaerman. "Teachers Voice Their Opposition." Compact, V, No. 1 (February, 1971), pp. 34-35.

Megel claims that the OEO is operating under a false premise, that schools have failed. He claims that with vouchers competition would rule and experimentation and innovation would end.

"O E O. Launches Its Voucher Experiment." Nation's Schools, LXXVII, No. 3, pp. 30-31.

This article first gives an overall review of the Jencks' plan.

Pierce, Wendell. Editorial. "New Directors for Education." Compact, V (February, 1971), pp. 2-16.

This article discusses briefly: (1) performance contracting and (2) voucher systems. Because our schools are in trouble no approach must be ruled out until it is explored.

Seldon, David. "Vouchers: Solution or Sop?" Teachers College Record, LXXII, No. 3 (February, 1971), pp. 365-367.

The article is anti-vouchers, anti-Nixon, anti-O.E.O. and anti-D. Rumsfeld. Vouchers will promote federal control, and more money is not the answer. We are different than Europe and what is in operation successfully there, may not be successful here.

Swanker, Esther M. and Bernard Donovan. "Vouchers Democratic Project: Problems and Promise." Phi Delta Kappan, LII, No. 4 (December, 1970), p. 244.

This article is supportive of the Jencks' voucher plan.

Wilson Time Table. News, LXXXVII, No. 4 (April, 1971), p. 29.

Voucher plan experiments are to begin when the legal and administrative problems have been worked out. Communities receiving planning funds: (1) Gary, Indiana: $23,028, (2) Seattle: $17,400, (3) Allen Rock: $19,230. They will receive continued federal government support for five years, five to eight million per year estimated. The American Association of School Administrators, the AFT and the NEA are fighting vouchers.

Wish, J. R. and others. "If Private Colleges are Pricing Themselves Out of the Market Voucher Plans Could Save Them." College and University Business, LII (May, 1972), pp. 8-9.

This is a plea from Oregon to solve their private school problems. They suggest a look into vouchers for higher education. The article adds nothing but re-emphasizes the problems higher education is facing.

Carmichael, Stokely and Charles V. Hamilton. Black Power: The Politics of Liberation in America. New York: Random House, Inc., 1967.

The book is a study of how Black people can improve their status in the American society. The techniques discussed are somewhat the same as those proposed for initiating change in the educational community, and can be used as effectively by an educational administrator as they can by a civil rights leader.

Doyle, Frank. "When It's Your First Time to Negotiate with Labor." Administrative Management (February, 1973), pp. 20-23.

Doyle presents several techniques which the new administrator should use in bargaining with bargaining agents. For the administrator who is a novice the article is a pertinent one to educate him to the methods of the bargaining unions.

Dressel, Paul L., Johnson, F. Craig, and Marcus, Philip M. The Confidence Crisis. San Francisco: Jossey-Bass, Inc., Publishers, 1970.

The book is an excellent study of the historical development of the departments in a university and the factors which modify the departmental organizations. As a study in the functions and malfunctions of departments, the book makes practical proposals and plans that the university departments may use in making reforms. These reforms may originate not only in the departments themselves, but also in the university which is more important than the separate, individual departments.

Griffiths, Daniel E. Administrative Theory. New York: Appleton-Century-Crofts, Inc., 1959.

Griffiths discusses the decision making process around which a theory of administration is developed.

Hunter, Floyd. Community Power Structure. Chapel Hill: The University of North Carolina Press, 1953.

The author discusses in detail a process used and the results obtained in a study of the decision makers of a specific city. Its descriptions of the power leaders and of the community itself is quite informative. The study of Hunter's book gives great insight into the power structure, both formal and informal, of any community.

Millett, John D. Administration in Higher Education. Columbus, Ohio: The Kent State University Press, 1968

This book of essays was taken from speeches delivered by Millett at various higher education conferences. The book includes several areas of administration: new patterns of decision making, the planning process in higher education, a systems analysis of the university financing higher education and the structure of communications in a university.

Morphet, Edgar and others. "The Legal Basis for Education." Educational Organization and Administration. Englewood Cliffs: Prentice-Hall, Inc., 1967, pp. 34-59.

The authors devote their major attention to the origin, development, and implications of constitutional provisions, laws, board policies, administrative regulations and court decisions relating to education. In this country the legal basis--rational authority--for education has been developed and mofified by the people or by their representative, according to their beliefs, attitudes, and ideas which are the basis of legal provisions. This chapter gives the reader a good idea of the background of the American educational system.

_____. "The System of Education." Educational Organization and Administration. Englewood Cliffs: Prentice-Hall, Inc., 1967, pp. 3-33.

The authors state that the purposes of education and the procedures used by a nation's leaders in implementing the program may promote enlightenment for all citizens or may perpetuate ignorance and misery or generate dangerous biases for many. Therefore, education has tremendous potential for good or for evil. They list four problems faced by nations that attempt to provide adequate education: leaders may not want it; controlling group interest in nationalism; limited resources; and materialistic complacency. They discuss also the relation of education to religion, the state, the individual, and the state and the individual.

Nunnery, Michael Y. and Ralph B. Kimbrough. Politics, Power, Polls, and School Elections. Berkeley, California: McCutchan Publishing Corporation, 1971.

In addition to discussing what an educational administrator should do, the book provides the techniques for follow up. It is an excellent political handbook for any school administrator.

Johns, R. L. and Ralph Kimbrough. The Relationship of Socioeconomic Factors, Educational Leadership Patterns and Elements of Community Power Structure to Local School Fiscal Policy. Washington, D.C.: Office of Education, U.S. Department of Health, Education and Welfare, May, 1968.

This report is an intense study of factors influencing educational communities. The report covered school districts in Florida, Georgia, Kentucky and Illinois. The book emphasizes the fact that one of the most important things an administrator can do when he reaches a new community is to find out what kind of community it is and what its values are. From there he can work toward developing the kind of educational system that he desires.

Lionberger, Herbert F. Adoption of New Ideas and Practices. Ames, Iowa: The Iowa State University Press, 1968.

Although Lionberger's book was written based generally on agricultural information, this information has certain implications for the educational administrator. The idea of using change agents can be applied to education in using outside consultants to indicate a need for change. The ideas proposed in the steps of adoption are directly useful in the process of change for an educational community using mass media to make the community aware of innovations.

Lazarsfeld, Paul F. and others. The People's Choice. New York: Columbia University Press, 1960.

The book delves into many aspects of the actions and decisions of voters. Although the book was written originally to enable the Army to modify attitudes and situations involving its personnel, it has ramifications for educational personnel as well.

Kimbrough, Ralph B. Political Power and Educational Decision-Making. Chicago: Rand McNally and Company, 1964.

The book has strong implications for the educational administrator in modifying and changing educational attitudes and situations.

Machiavelli, Niccolo. The Prince. Translated by Mark Musa. New York: St. Martin's Press, 1964.

This book is a study of power--how to get it, and how to keep it. Because the author felt that man makes his own fortune, he felt also that man should use every available source to gain and to maintain whatever fortune he wishes to have.

Rogers, Evertt, M. Diffusion of Innovations. New York: The Free Press, 1966.

According to a definition of power--to be able to move a person from one place to another--this book by Rogers is an excellent study of how, when, and where to use such power. For an administrator such knowledge is important because if he does not know how to use power, even if he has it, he cannot effect change. The educational administrator needs all the knowledge, ideas and tricks he can get to move a sedentary community. This book helps provide them.

Royko, Mike. Boss: Richard J. Daley of Chicago. New York: New American Library, Inc., 1971.

The book, a study of the rise of Richard J. Daley, Mayor of Chicago, is a case study not only of how to obtain power, but of how to maintain power once one gets it. It is the story of the development of a seemingly unbreakable, powerful, political machine.

ORGANIZATIONAL THEORIES FOR HIGHER EDUCATION ADMINISTRATION

Abbott, Max G. "Hierarchial Impediments to Innovation in Educational Organizations." Change Perspectives in Educational Administration, School of Education, Auburn University, 1965, pp. 40-53.

The article reviews the influences of the change process upon organization and the bureaucratic model. It outlines the characteristics of a bureaucracy as Weber saw it.

Academy for Education Development, Inc., Management Division. The Contributions of Business Management to Higher Education Management, November, 1972.

The pamphlet provides concise remarks on these topics: comparisons of business and educational organizations, and the task of leadership. The pamphlet is the result of a seminar of business and educational leaders.

Altman, Robert A. The Upper Division College. San Francisco: Jossey-Bass, Inc., 1970.

This book discusses the historical background of organizational structures for baccalaureate degree granting institutions, especially the upper division colleges. Of particular interest were the sections dealing with the opening of Florida Atlantic University and the battle to convert Pensacola Junior College to the four-year University of West Florida.

Andes, John. A Systems Approach to University Organization. Institute of Higher Education, University of Florida, Gainesville, June, 1970. ED 044 808.

The article provides a review of organizational theories that can have applications to higher education administration.

Argyris, Chris. Interpersonal Competence and Organizational Effectiveness. Homewood, Illinois: The Dorsey Press, Inc., 1962.

This book deals primarily with the reporting of an experiment conducted by the author and executives of a large corporation. The first two chapters, an in-depth study of organizational structures, are informative.

Baldridge, J. Victor, editor. Academic Governance. Berkeley, California: McCutchen Publishing Corp., 1971.

A compilation of 26 articles dealing with a variety of topics associated with institutional decision-making. Contains models and discussions in areas of organizational systems, administrative decision-making processes, and faculty and student participation in decision-making.

Bender, Louis W. and Richard C. Richardson, Jr. Management Concepts and Higher Education Administration. The Center for State and Regional Leadership, Florida State University and University of Florida, 1972.

This publication speaks to the issues of external and internal pressures for greater participation in decision-making and better internal communication. Contains a brief review of the theories of Maslow, McGregor, Herzberg and Reddin.

Blake, Robert R. and Jame S. Mouton. The Managerial Grid. Houston, Texas: Gulf Publishing Company, 1964.

The Managerial Grid method of designating various styles of leadership shows how a leader can simultaneously maximize both the methods which are production-oriented and those which are people-oriented. It puts various methods of managing problems into a framework where the leader can identify, study and change his own behavior.

Boyer, Ernest L. "A Fond Farewell to the Status Quo." College Management (July, 1972), VII, No. 7, pp. 19-21.

This brief article by the Chancellor of the State University of New York puts the role of management in higher education administration in proper perspective. Boyer explains the use of management technique as a rational means of improving university services.

Burnett, Horace Jimmie. An Analysis of the Internal Organizational Structures of Selected Public Junior Colleges in Florida, University of Florida, 1966

Burnette, by means of a questionnaire he developed, examines the internal organizational structure of related junior colleges in Florida. He also discusses the bureaucratic and collegial models of organization, placing them on a continuum, and pinpointing the positions of the subject institutions on the continuum.

Carnegie Commission on Higher Education. New Students and New Places: Policies for the Future Growth and Development of American Higher Education. New York: McGraw-Hill Book Co., 1971.

This is one of the policy statements on the various topics in higher education being researched by the Carnegie Commission. The recommendation concerning direction of growth of institutions of higher education may be of use.

Chambers, M. M. Higher Education in the Fifty States. Danville, Illinois: The Interstate Printers and Publishers, Inc., 1970.

Highly valuable resource book containing information on statewide systems of higher education, new institutional structures, legislative appropriations for higher education. Comparisons are made with data from earlier years.

Combs, Arthur W., Avila, Donald L., and William W. Purkey. Helping Relationships: Basic Concepts for the Helping Professions. Boston: Allyn and Bacon, Inc., 1971.

This text is oriented primarily to those professions that provide direct, personal contact with those persons needing assistance. The theories presented are within the range of the behavioral theorists.

Corson, John J. Governance of Colleges and Universities. New York: McGraw-Hill Book Co., 1960.

Basic ideas on the organization of governance functions in colleges and universities are stated. Some theories presented, however, have been superseded by more recent approaches to governance. Good background material that can be used in conjunction with more recent publications.

French, Wendell. The Personnel Management Process. Boston: Houghton Mifflin Co., 1970.

Of particular interest are the chapters dealing with organizational goals, human behavior, and organizational change. French's text supplies a thorough examination of the area of personnel management within the organization, branching out into the areas mentioned above.

Korman, Abraham K. "Toward an Hypothesis of Work Behavior." Journal of Applied Psychology, LIV, No 1, 1970, pp. 31-41.

The author discusses the self-concept of the worker and its influence on his performance. He contends that the worker will seek to maximize a consistency of attitudes.

Leavitt, Harold J. "Unhuman Organizations." Harvard Business Review, XL, July/August, 1962, pp. 90-98.

The article is useful to a study of organizational theories in that it supports the position that more than one style of administration is necessary for the best administration.

LeBreton, Preston P. General Administration: Planning and Implementation. New York: Holt, Rinehart, and Winston, 1965.

The author concentrates on administration as a process, beginning with the planning of objectives and following into the development of a "process model."

Mahoney, Thomas A. "Managerial Perceptions of Organizational Effectiveness." Management Science, XIV, No. 2 (October, 1967), pp. B-76 through B-90.

The article concentrates on the perceptions of managers within an organization. The author feels that the perceptions of the managers will provide a measurement of the effectiveness of the organization.

March, James G. and Herbert A. Simon. Organizations. New York: John Wiley and Sons, Inc., 1958.

This book deals with theoretical problems of organizations, particularly touching upon motivation and its influences upon the individual and the group in the decision-making process. It also provides a review of several older organizational theories, including scientific management.

Miles, Matthew B. "Education and Innovation: The Organization as Context." Change Perspectives in Educational Administration. School of Education, Auburn University, 1965, pp. 54-72.

The author contrasts the special properties of the educational organization with those of the standard bureaucratic one. He reveals the characteristics of a healthy organization.

Milstein, Mike M. and James A. Belasco, eds. Educational Administration and the Behavioral Sciences: A Systems Perspective. Boston: Allyn and Bacon, 1973.

Articles by leading authorities in administration, management, educational decision-making. Among them are Bertalanffy on systems theory; Thompson, Clark and Griffiths on administration and the organization; McGregor and Argyris on the individual and the organization; and Miles on change. Excellent resource material.

Morphet, Edgar L., Johns, Roe L., and Theodore L. Heller, Educational Organization and Administration: Concept, Practices, and Issues. Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1967.

An excellent resource for material on organizational theory and leadership.

Reddin, William J. Managerial Effectiveness. New York: McGraw-Hill Book Co., 1970, p. 3.

Reddin's theory of leadership effectiveness is of importance to understanding his theory of the role of a manager within the organization.

Richardson, Richard C., Jr., Blocker, Clyde E., and Louis W. Bender. Governance for the Two-Year College. Englewood Cliffs, New Jersey; Prentice Hall, Inc., 1972.

While it deals with the administration of the community college exclusively, this text provides excellent coverage of administration as a developed skill, as well as related organizational theory.

Roethlisberger, F. J. "The Foreman: Master and Victim of Double Talk." Harvard Business Review, Human Relations Series, Part I (reprinted) (September/October, 1965), pp. 146-157.

This article is only one of many contributions to organizational theory by Roethlisberger, the author of the Western Electric Studies. The article delineates the skills that need to be developed by future administrators.

Rourke, Francis E. and Glenn E. Brooks. The Managerial Revolution in Higher Education. Baltimore: The Johns Hopkins Press, 1966.

Of particular interest are the author's findings as to the qualities that top educational institutions will look for in selecting administrators. A good indication of the skills that should be developed.

Thompson, James D., editor. Approaches to Organizational Design. Pittsburgh: University of Pittsburgh Press, 1966.

This book is the product of a 1963 seminar at the University of Pittsburgh on the Social Science of Organization. It contains five articles on various approaches to organizational theory, including a model for examining the organization.

Thompson, James D. et al., editors. Comparative Studies in Administration, University of Pittsburgh Press, 1963.

A series of excellent articles on administration.

Weick, Karl E. The Social Psychology of Organizing. Reading, Massachusetts; Addison-Wesley Publishing Company, 1969.

Brief but thoroughly organized book on a variety of topics dealing with the organization: emerging theory, problems in organizational theories, collective bargaining, organizational processes, and a model for studying an organization.

Bender, Louis W. and Richard C. Richardson, Jr. Management Concepts and Higher Education Administration. Department of Higher Education, Florida State University, 1972.

This publication represents the joint efforts of Dr. Louis W. Bender and Dr. Richard Richardson to relate to the administration of an educational institution the concepts of management of business or industrial enterprises. The report is divided into three parts, each dealing with a separate facet of management, including the reaction of administroatrs to management concepts, motivation of the management of higher education, and management styles among two-year college administrators. The section on management styles was particularly informative.

Berdahl, Robert O. Statewide Coordination of Higher Education. Washington, D.C.: American Council on Education, 1971.

This book in simple, readable language presents a survey of the elements and problems of statewide coordination. It goes into detail to discuss such areas as autonomy of institutions and financial aid from the federal government, types of governing agencies and their functions, and the relationships between private institutions, public institutions and the state.

Bolin, John G. Institutional Long Range Planning. Athens, Georgia: Institute of Higher Education at the University of Georgia, 1969.

This is a pamphlet discussing the concepts involved in institutional planning. It covers all the aspects of planning from the general definition of planning to a discussion of why some plans fail. Although the pamphlet deals with the planning for institutions, the concepts which it describes are pertinent also to state-level, long-range planning.

Brumbaugh, A.J. Statewide Planning and Coordination of Higher Education. Atlanta: Southern Regional Education Board, 1963.

The book has as its purpose presenting the experiences of those states that have some sort of planning and coordinating agency and presenting conclusions from those experiences to guide other states in setting up and perfecting statewide agencies of their own. The brochure gives quite an insight into the reasons for the existence of a central planning and coordinating agency for each state. In its history of experiences, it provides a basis by which other states may either compare or develop their own agencies.

The Carnegie Commission on Higher Education. New Students and New Places. New York: McGraw-Hill Book Company, 1971.

The themes range from the rapid growth of higher education in the 1960's to the status of higher education in America today. Topics include a reduction in the increase rate of student enrollment, the wide variety of institutions, the underrepresentation of Black Americans, Mexican Americans, Puerto Ricans and American Indians, the socioeconomic status of those who attend institutions of higher education, the increase in the enrollment of women, and the diversity of educational institutions.

Cheit, Earl F. The New Depression in Higher Education. New York: McGraw-Hill Book Company for the Carnegie Commission on Higher Education, 1971.

This book is a study of several types of institutions of higher education. The author describes most of the institutions studied as either already in trouble financially, or headed for trouble. In studying the institutions, the author analyzes their patterns of income and expense. He concludes that whereas the expenditures of higher education are increasing rapidly, income per capita is not increasing as rapidly. What he foresees is that eventually costs for higher education will exceed income if nothing is done to curb the spiraling costs of higher education.

Gibson, Joseph E., Director. Mississippi Study of Higher Education. Jackson: Board of Trustees, 1945.

This study, Mississippi Study of Higher Education, represents another in a series of trials to coordinate Mississippi's higher educational institutions into a unified system. Although completed in 1945, the study serves to provide an excellent study in the growth and changes of higher educational systems.

Hitch, Charles J. "California's Master Plan: Some Kind of Education for Nearly Everybody." Higher Education for Everybody. Washington, D.C.: American Council on Education, 1971, pp. 23-25.

This author discusses the fact that although higher education has performed well the function of providing opportunities for self-improvement and advancement for part of our society, there are many additional groups who have specialized educational needs to which higher education has not yet adopted itself. Therefore, he contends that one of higher education's major challenges is to find ways to develop the initiative and flexibility to serve a larger portion of society.

Hobbs, Don S., ed. Oklahoma Higher Education: A State Plan for the 1970's. Oklahoma City: Oklahoma State Regents for Higher Education, 1971.

This book began as a series of self studies and reports, and after six years evolved into a well defined plan for higher education in Oklahoma. The study sets up policy guidelines and recommendations for all of the institutes of higher education.

Hutchins, Robert Maynard. The Higher Learning in America. New Haven: Yale University Press, 1936.

The book discusses the limitations of higher education in America: dependency on the people, making money through education and American anti-intellectualism. In addition, it discusses the three dilemmas of American higher education: professionalism, isolation and anti-intellectualism.

McConnell, T. R. A General Pattern for American Public Higher Education. New York: McGraw-Hill Book Company, Inc., 1962.

The author begins the introduction to his book with concern for the flooding of institutions of higher education by students who become college age during the 1960's. To alleviate the problem the author proposes: (1) the development of a hierarchy of institutions of higher education from the community college to the university, (2) the diversification and differentiation of institutions and (3) a coordinating type of board for each state to determine who will go to college where and for what.

Mayhew, Louis B. Long Range Planning for Higher Education. Washington, D.C.: The Academy for Educational Development, Inc., May, 1969.

The report is third in a series on the future of higher education to 1980. It examines the current trends in long range planning for colleges and universities and projects the broad outlines of American higher education to 1980. It goes into a detailed discussion the evaluation of coordination and long range planning, the structure of statewide planning and coordination, master plans for higher education, voluntary coordination and long range planning, institutional long range planning, assessment of planning and coordination, and the future of American higher education.

Millett, John D. Decision Making and Administration in Higher Education. The Kent State University Press, 1968.

The book is developed from a series of lectures by John D. Millett. These lectures are based upon his experiences in higher educational administration. The author expresses a rather pessimistic view of higher education for the masses. At one point he states that adding two more years to the inadequacies experienced in twelve years of formal schooling could serve only to keep those who should be working out of the labor market. The author's major theme is that for higher education to advance as it should it has to be planned.

Niblett, Roy W. "The Survival of Higher Education." Change, IV, No. 4 (May, 1972), pp. 44-48.

Today's education, the author says, is designed, unconsciously, to transform brighter students into university professors, thereby, perpetuating the nonsensical chase of the Ph.D., instead of educating the student to consider what is worthwhile in life. He concludes the article by stating that we need both intellect and affection, both capacity to analyze and capacity to feel, if we are to find any answers that have lasting meaning.

Palola, Ernest G., and others. Higher Education by Design: The Sociology of Planning. Berkeley: Center for Research and Development, University of California, 1970.

In the book the authors include a sociology of planning which enumerates several purposes and outcomes of statewide planning; among which are controlled program expansions and state development, widespread development of institutional planning, extension of educational opportunity and social needs by expanding post high school education, increase in the operation of capital budget outlay, promotion of institutional differentiation. He also discusses the failures of state wide planning to confine and eliminate obsolete, unnecessary or expired programs, to integrate the public sector with the private sector of high education, to promote cooperate efforts of institutions on large scales, to give sufficient direction to the quality of higher education, to completely unify higher education in some states.

Rinlin, Alice M. The Role of the Federal Government in Financing Higher Education. Washington: Breakings Institution, 1961.

The author goes through the steps in the evolving development of federal contributions and involvement in higher education. This book servies as historical background to the the arguments involving the autonomy of institutions of higher education and methods of federal support.

Wing, Paul. Statewide Planning for Post Secondary Education: Conceptualization and Analysis of Relevant Information. Western Interstate Commission for Higher Education, March, 1972.

The booklet represents a perspective on statewide planning. It contains a discussion of objectives and decisions needed in analyzing state-level planning and decision-making problems. Although the paper does suggest a particular approach to planning for post secondary education, it does not recommend specific policies, courses of action or organizational structures. The author feels that once the major issues facing statewide planners have been identified, attention can be given to the identification of the types of information that are relevant to their solution.

Abel, Janice. "Student Personnel as a Unifying Force." Journal of the National Association of Women Deans and Counselors, XXXIV (Winter, 1971), No. 2, pp. 72-74.

Discussion of "What should personnel administrators be doing?" and "What realignment of service will assist student personnel administrators in becoming a unifying force in the university community?" Article focuses on the most crucial issues affected by these questions.

Atkinson, D. R., Nelson, D. D., and T. D. Williams. "Encouraging Use of Counseling Services." National Association of Women Deans and Counselors, XXXV (Summer, 1972), pp. 180-185.

Evaluation of two orientation procedures for new freshmen: personality inventory and brief contact with counselor.

Atwell, Charles A. and J. Foster Watkins. "New Directions for Administration: But for Different Reasons." Junior College Journal (February, 1971), pp. 17-19.

Develops a rationale for community college leaders to use in involving students, faculty and administration in organizational processes.

Baird, L. L. "Cooling Out and Warming Up in the Junior College." Measurement and Evaluation in Guidance, IV (October, 1971), pp. 160-171.

A comparative study among students who lowered their academic aspirations, raised their aspirations, and held their original aspirations.

Blocker, Clyde E. and Richard C. Richardson, Jr. "Teaching and Guidance Go Together." Junior College Journal, XXXIX (November, 1968), pp. 14-16.

Calls for a decentralization of counselors so that they are located in divisions with the rest of the faculty. The authors further see the need for greater integration of counselors' expertise into the teaching functions of the college.

Brown, Robert D. "Student Personnel Research: Ivory Tower or the New Specialty?" National Association of Women Deans and Counselors, XXXV (Summer, 1972), pp. 171-177.

Role of the student personnel researcher, nature of the research, need for improvement of communication within the field.

Brown, William F. Student to Student Counseling. Austin, Texas: University of Texas Press, 1972.

To increase the number of individuals involved in academic counseling upper-classmen are trained to counsel beginning students. Discusses a model program; evaluates student to student counseling; and describes the adaptability of student to student counseling.

Bucci, F. A. "Placement Director: Middle Man on the Totem Pole." Journal of College Placement, XXXI (December, 1970), pp. 73-74.

Plea for recognition of the placement director. Comparative tables showing relationship to other types of administrators regarding tenure, sabbatical leave, and academic rank.

Buccieri, Claudia H. "Ombudsman: New Troubleshooter on Campus." College and University Business, XLIV (March, 1968), pp. 52-55.

The emergence of the ombudsman is an attempt to answer overt and sometimes violent expressions of protest by student and faculty.

_____. "Campus Troubleshooter Resetting His Sights." College University Business, XLV (June, 1968), pp. 51-53.

Discussion of suggestions made by student and administrative ombudsman to redefine the role of the ombudsman in light of experience gained through performance of their duties.

Butts, Thomas A. Student Services in Higher Education: Information Analysis Report. Report for ERIC Clearinghouse for Counseling and Personnel Services. Ann Arbor, Michigan: University of Michigan, 1970. ERIC Microfiche number ED 048 620.

Report analyzes literature related to student services in higher education for the period January through July 1970. Significant developments are reviewed, major developments discussed, and implications and applications for practice are drawn.

Chapman, James L. "Toward a New Concept of Student Affairs." College and University Business, XLVI (March, 1969), pp. 69-72.

Article opts for more attention toward producing programs applicable to the modern action-oriented student. Student Affairs should serve as a "Student Development Center" producing programs concerning human relations, volunteer service, motivational development, counseling and research, and administrative services.

Crookston, Burns B. "An Organizational Model for Student Development." National Association of Student Personnel Administrators Journal, X (July, 1972), pp. 3-13.

Article directed toward building an organization to fulfill goals of student development. Presents argument that bureaucracy as a system or organization does not support these goals. Proposes an alternative organizational model including operational suggestions.

Cross, K. Patricia. "New Students and New Contours in Student Personnel Administration." National Association of Women Deans and Counselors, XXXV (Winter, 1972), pp. 49-58.

Foresees student personnel administrators becoming educational specialists. Purely administrative duties will be taken over by financial managers.

DeCosmo, Richard D. All I Get Here Is More and More Fragmented. Paper read at 50th Annual Convention of the American Association of Junior Colleges at Honolulu, Hawaii. March, 1970.

Current practices of dividing student life into cognitive and non-cognitive areas has forced competition rather than cooperation. Staffs should be regrouped into human development teams. Article describes organization, methodology, and responsibility of developmental teams.

Dewey, Mary E. "The Student Personnel Worker of 1980." Journal of National Association of Women Deans and Counselors, XXXV (Winter, 1972), pp. 59-64.

The student personnel profession is in deep trouble partially because of a lack of clear definition of functions within the college setting. Professional training programs need to emphasize organizational theory and the dynamics of institutional and societal change in preparing student personnel professionals.

Fitzgerald, Laurine E., Johnson, Walter F. and Willa Norris. A Framework for College Student Personnel Programs in Two and Four Year Institutions. Boston: Houghton Mifflin, Inc., 1970.

Volume examines history, organization, functions, evaluation, ethics, legal aspects, and trends in junior college and university student personnel work.

George, R. L. and K. A. George. "Meeting the Non-Academic Needs Unique to the Junior College Student." National Association of Student Personnel Administrators Journal, IX (October, 1971), pp. 155-159.

Voluntary participation by students lacking. Commuters have different needs. Innovation needed. Programs should be pushed harder and enthusiasm generated.

Goodale, T. and A. Sanders. "Transfer Students: A Research Report." National Association of Student Personnel Administrators Journal, IX (October, 1971), pp. 155-159.

Cites need for more research in areas of orientation, behavior, activities and orgainzations, residential programs and problems, financial assistance, educational and professional programs, counseling problems, attrition, impact of college on attitudes and values, student perceptions of college environment.

Gummere, Richard M., Jr. "DIG: Columbia University's Program to Help Students Find Answers." Journal of College Placement, XXXII, (April/May, 1972), pp. 38-45.

Article discusses "Deeper Investigation of Growth" a structured program of occupational guidance. The program teaches the student to identify and report success. Program is offered by Office of University Placement and Career Services at Columbia.

Harvey, J. "Administration by Objectives in Student Personnel Programs." Journal of College Student Personnel, XIII (July, 1972), pp. 293-296.

Administration by Objectives at Harper College involves the establishment of quantifiable objectives. System borrowed from business allows measurement of objectives.

_____. "The Counseling Approach at Harper College." Junior College Journal, XXXVIII (October,1967), pp. 38-40.

Utilizes a professional-decentralized approach. Initial cost high due to use of visual terminals and computers.

Herron, Orley, R., editor. New Dimensions in Student Personnel Work. Scranton, Pennsylvania: International Textbook Company, 1970.

Readings discussing new trends, causes of change, images of students, student values, living learning centers, information systems in student personnel administration, and new dimensions in junior college administration.

Hershenson, David B. "A Functional Organization of College Personnel Services." NASPA Journal, VIII (July, 1970), pp. 35-37.

Student personnel services should be systematically categorized according to function. University functions are accumulation, transmission, and advancement of knowledge. Student personnel services are primarily person or process oriented and deal primarily fulfill effector functions.

Hinko, P. M. "National Survey of Counseling Services." Junior College Journal, XLII (November, 1971), pp. 20-24.

Describes typical counseling program in a large community college as derived from a national survey of counseling services in community colleges.

Horst, J. C. and A. E. Ivey. "Toward a Radicalization of Student Personnel." Journal of College Student Personnel, XII (May, 1971), pp. 165-168.

Diagnosis of basic issues concerning students and new alternative programs for student personnel. Suggests the radical, proactive stance for human development s. the traditional reactive posture.

Jones, Twyman and J. R. Munden. "A Reply to Counseling Services: Centralized or Diversified." College and University, XLIII (Fall, 1967), pp. 115-118.

An argument for having centralized counseling facilities.

Junior College Journal. Editorial. "Emphasis: Student Personnel Services Study." XLI (November, 1970), p.3.

Announces a study headed by Dr. Jame E. Matson to reappraise pre-service and in-service programs of staff preparation. Assessment of changes and progress made since 1965. Lists anticipated outcomes.

Karabel, Jerome. "Community Colleges and Social Stratification." Harvard Educational Review, XLII (November, 1972), pp. 521-526.

Examination of social forces behind community college movement and social forces that have produced a submerged class conflict in higher education.

Kirk, Henry P. "Bringing Counseling and Placement Together." Journal of College Placement, XXXI (April/May, 1971), pp. 44-49.

Discussion of the merger of the counseling and placement functions into the Integral Service Center at California State College at Los Angeles. Combines academic and personal counseling with a vocational orientation.

Kirkman, Ralph E. "Student Personnel Services in the Community Junior College: An Overview." Peabody Journal of Education, XLVII (November, 1969), pp. 131-136.

Student personnel services program is central in the effective community college. Should not be patterned after four year college program. Basic functions: orientation, appraisal, consultation, participation, regulation, service, and organization.

Korn, Harold A. "Higher Education Programs and Student Development." Review of Educational Research, XXXIX (April, 1969), pp. 155-171.

Review deals with the interrelationship of the behavioral sciences and the practice in student personnel services. An attempt is made to clarify the issues, identify relevant conceptual and methodological approaches.

Lewis, James A. "The Organization for Maximizing the Effectiveness of Student Personnel Services." Paper presented at Midwest Community College Leadership Program, Ann Arbor, Michigan, 1965.

Suggests ways of structuring the institution for communication and interaction.

Maclean, L. S. and R. O. Washington, editor. Community College Student Personnel Work. Columbia, Missouri: University of Missouri, 1968.

A collaborative report of thirteen topics related to community college student personnel work, one of which deals with administration of student personnel services.

Maes, John L. The Cloudy Crystal Ball: A Projection of the Nature of the University Counseling Center in the Year 2000. ERIC Microfiche number ED 044 716.

The author sees the Community Mental Health Model as the contemporary model best fitting the needs of the future. The counseling service would be a loose flexible consortium of professionals with a team approach to situtional problems and a stable center for educational and therapeutic purposes.

Marsh, J. J. "Operations Analysis and College Student Personnel Work." National Association of Student Personnel Administrators Journal VII (January, 1971), pp. 201-205.

Uses hypothetical model of predicting a student revolt to illustrate use of operations analysis.

Matson, Jane E. "A Perspective on Student Personnel Services." Junior College Journal, XLII (March, 1972), pp. 48-52.

Reports the findings of a national study of student personnel programs in community colleges, including an assessment of models of organizational structures.

_____. "Student Personnel Services in Two-Year Colleges: A Time for Charting New Directions." Peabody Journal of Education, XLVIII (July, 1971), pp. 276-281.

Suggests ways in which the student personnel professional needs to redefine his relationships with other academic personnel.

McConnell, T. R. "Student Personnel Services--Central or Peripheral?" NASPA Journal, VIII (July, 1970), pp. 55-63.

Student personnel professionals, and the Dean of Students in particular, need to identify more with the academic life of the college. The Dean of Students should play a role in redesigning the structure of institutional governance.

Meeting the Changing Needs of Students: A Creative Approach to Counseling. Monograph Number 4, Harrisburg Community College, 1970. ERIC Microfiche ED 038 138.

The program at Harrisburg Community College attempts to meet the needs of students by reorganizing the counseling program into three areas: faculty advisors, division counselors, and central office counselors.

Meskill, V. P. and W. Sheffield. "New Speciality: Full-Time Academic Counseling." Personnel and Guidance Journal, XLIV (September, 1970) pp. 55-58.

Article discusses addition of full time academic advisors assigned to the individual academic departments at C. W. Post and the benefits of this system to the university.

Mueller, Kate H. Student Personnel Work in Higher Education. Boston: Houghton Mifflin, Co., 1961.

Suggests that the important question in student personnel administration is that of the proper balance between centralization and decentralization.

Niforf, Louis J. "Community Mental Health Model Applied to Student Personnel Work." Journal of College Student Personnel, XI (January, 1970), pp. 19-27.

Article discusses the development of the Student Service Center. This center was modeled after the comprehensive community mental health service and is engaged in research, consultation, intervention, and action projects.

Norfleet, Morris. Systems Approach to Student Personnel Services. Paper read at APGA Convention, Las Vegas, April, 1969. ERIC Microfiche ED 031 717.

Paper proposes a systems approach to student personnel services which allows evaluation of process and effect of these services.

O'Banion, Terry. "An Academic Advising Model." Junior College Journal, XLII (March, 1972), pp. 62-69.

Proposes a restructuring of the community college counseling staff so that a team approach with instructors will be used to assist students make academic planning decisions.

_____. "New Directions in Community College Student Personnel Programs." Student Personnel Series #15. Washington: American College Personnel Association, 1971.

Identifies the development of decentralization of student personnel services and more "participative administration" involving the Dean of Students as a full member of the college administrative team. Proposes the concept of the human development facilitator to serve as liaison with the instructional divisions.

_____. "Purposes of College and University Student Personnel Work." National Association of Student Personnel Administrators Journal, VIII (January, 1971), pp. 206-212.

Lists twelve purposes of student personnel work.

O'Banion, Terry, Thurston, A. and J. Gulden. "Student Personnel Work: An Emerging Model." Junior College Journal, XLI (November, 1971), pp. 6-14.

The Student Development Model focuses on change in student behavior. Article is a discussion of this model at the junior college but model and accompanying bibliography are important to university personnel services.

O'Brien, J. W. "Emerging Trends in Student Life: Implications for Student Services." The Journal of the Council of the Association of University Student Personnel Services, V (Winter, 1970), pp. 2-6.

Article presents the need for the integration of student affairs into the community and academic life of the institution and decries the relegation of student affairs to a service function.

Oetting, Eugene R. The Student Development Movement: Theory in Relation to Student Services. Paper read at the Higher Education Executive Associates Conference, 1970, VI, p. 258.

Traditional student personnel services should expand and operate as student development services. Article is a discussion of the integration the traditional practices with research and training.

Parker, Clyde A. "Ashes, Ashes . . . " Paper read at the Institute for College Student Personnel Workers, University of Minnesota, October, 1969. ERIC Microfiche Number 041 310.

Article conceptualizes higher education as a developmental community. The central unit of the community would be an operational research unit; a Center for Student Development.

Penney, James F. Perspective and Challenge in College Personnel Work. Springfield, Illinois: Charles C. Thomas, Publisher, 1972.

Article points out the need for and discusses the philosophical base, new directions, the institutional change process, and proposes an organization for change.

Pietak, R. "Where Do Community College Stand?" National Association of Student Personnel Administrators Journal, IX (October, 1971), pp. 146-147.

A plea for action-oriented programs to improve communication and cooperation between institution and students. Need to identify problem areas and create ad hoc interest groups.

Prahl, Marie. "Intra-Institutional Relationships and the Student Personnel Program." Administering Community College Student Personnel Services, F. R. Mealey, Ed. Ann Arbor: University of Michigan, 1965.

Raises several critical questions about student personnel staff and instructional faculty relationships.

Richardson, Richard C., Jr. and Clyde E. Blocker. "A Tri-Level Concept of Personnel Services in Two Year College." The Journal of College Personnel, IX (March, 1968), pp. 126-130.

Identifies prevailing problems in organizational patterns and proposes a "tri-level concept" with a functional approach.

Roberts, Dayton. New Deans of Students: Old Problems, New Answers. Conference Proceedings at the Institute of Higher Education, University of Florida, 1969. ERIC 038 113.

Paper considers staffing, leadership roles of the dean, contributions of personnel services, needs of the junior college student, and evaluation. Concerned in the main with the junior college, but has implications for university personnel services.

Rueckel P. "Student Dean in the Seventies: Doctor, Lawyer, or Indian Chief?" National Association of Women Deans and Counselors Journal, XXXIV (Spring, 1971), pp. 106-110.

Deans should formulate new student-institution relationships, should be more public relations oriented, should exercise horizontal communication. Tenure and research over instruction both due for change. Dropping of loco parentis allows for innovation.

Sandeen, Arthur. "The New Experimental Colleges: A Challenge to Student Personnel Work." The Journal of College Student Personnel, IX (November, 1968), pp. 397-399.

Discussion of the climate for innovation at the new experimental colleges.

Shaffer, Robert H. "Issues and Problems in the Organization, Administration and Development of College Student Personnel Programs in the Years Ahead." College Student Personnel Work in the Years Ahead, Gordon J. Klopf, ed., Washington: The American College Personnel Association, 1966.

Challenges student personnel administrators to lead their programs in ways that make maximum contributions to the total educational program of the institution.

Shaffer, Robert H. and William D. Martinson. Student Personnel Services in Higher Education. New York: The Center for Applied Research in Education, Inc., 1966.

Organizational structure of many colleges has often led to classification of problems into the academic, public relations, student personnel or business related.

Shaffer, R. H. "Will Student Personnel Work Survive the Seventies?" National Association of Student Personnel Administrators, VIII (January, 1970), pp. 128-130.

Student personnel administration has not responded to demands for reform. Needs to lead the way in changing outmoded paternalism, obsolete custodial attitudes contradictory to mores and expectancies of society, and hypocritical practices.

Sorrells, Daniel J. "Feasible Approaches to Professional Student Personnel." Counselor Education and Supervision, XI (June, 1972), pp. 309-312.

Leadership-oriented personnel workers needed for a changing student. Guidelines for development of future student personnel professionals.

Wallenfeldt, E. C. "Student Personnel Work in the Electric Age." NASPA Journal, IX (October, 1971), pp. 111-118.

Article relating Marshall McLuhan's approach to media to the field of student personnel work. It describes the need for new centers for student information, interaction, and involvement.

Walz, Garry R. and James L. Lee. "Funded Personnel Services Research: Patterns and Trends." Personal and Guidance Journal, XLVII (June, 1969), pp. 970-974.

Completed and on-going research projects funded by the U.S. Office of Education were analyzed regarding the topics investigated, agencies receiving the grant, and the frequency of different research designs.

Yoder, Marlen and Lester Beals "Student Personnel Services in the West." Junior College Journal, XXXVII (October, 1966), pp. 38-41.

Before the student personnel program can be successful in terms of organization it must be accepted by the administration, faculty, and student body.